

Conceptualization of Organizational Empowerment: A Study of North Korean Refugee Organizations

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Statement of the Research Problem

Due to North Korea's current economic and political difficulties, substantial numbers of North Korean (NK) refugees continue to arrive in South Korea via China and other countries such as Vietnam and Russia. In the 1960s, the majority of NK refugees left their country for the ideological reasons, but by the 1980s, the primary reasons were discrimination, dissatisfaction, or apprehension about a possible arrest or punishment (Park & Lee, 1997). After 1993, particularly due to flood and famine, there was a sudden increase in the number of such refugees.

The famine and the continuing economic crisis have had a devastating effect on the children. Particularly, many NK youth are leaving their country in search for food for their families and for themselves. According to a study (Jang, 2003), a large portion of the NK refugees in China are children, mostly boys and in their teens.

As illegal migrants in China, NK youth refugees have experienced the constant threat of being arrested and deported by the Chinese authorities. They are also exposed to exploitative labor, forced prostitution, and human trafficking. After entering into South Korea, NK refugee youth also have shown difficulties adapting to their new environment (Jeon, 2000; Shim, 2004; Suh, 2002). Due to long periods of wandering and the lack of proper education, their overall development is seriously inhibited. In addition, those who attend schools have difficulties in adjusting to the age gap, the language, and the content of the education (Shim, 2004).

The number of NK refugees in South Korea has now reached 20,000. Their rapid increase in numbers in South Korea has caused various social issues such as the conflicts between NK refugees and South Koreans, generational conflict within NK refugee families, prejudice, cultural differences, educational gap, and so on. In many cases, their emergent issues are closely related to the larger social and political context. Organizations, particularly community-based organizations, have played vital roles in

serving NK refugee communities and meeting their various needs. Also, community-based organizations have mediated between NK refugees and the larger macro level entities by linking various services to meet the diverse needs of the NK refugee population.

The adolescent period of a person's life is a crucial time that can greatly affect their growth and outcome for the future (Shim, 2004). Therefore, this study was conducted with a focus on the NK refugee youth who were using community-based organizations in South Korea. Community-based organizations were the primary unit of analysis in this study.

Research Background and Hypotheses

This study utilized empowerment, positive organizational scholarship (POS), and multicultural approaches as the major theoretical frameworks in order to understand the organizational influences on NK youth refugees' empowerment.

Power and Powerlessness

NK refugee youth have experienced multiple levels of powerlessness throughout their journey to South Korea. Their experiences in North Korea and China have impeded their adjustment to a new environment.

The concepts of "power" and "powerlessness" are important in empowerment theory because empowerment generates power, which in turn contributes to a greater empowerment capacity (Staples, 1990). In addition, Solomon (1976) asserts that empowerment seeks "to reduce the powerlessness that has been created by negative valuations based on membership in a stigmatized group" (p.19). Powerlessness is viewed as a construction of continuous interaction between the person and his/her environment (Kieffer, 1984). Kieffer argues that:

"It combines an attitude of self-blame, a sense of generalized distrust, a feeling of alienation from resources for social influence, an experience of disenfranchisement and economic vulnerability and a sense of hopelessness in socio-political struggle...The flow of day-to-day social relations reinforces the expectations of inability to impact on one's own life-world. The politics of silence is so deeply embedded that abdication to ineffectuality perpetuates itself" (p.16).

Past experiences, ongoing internalized behavior, and continuing recognition form the sense of powerlessness of North Korean refugee youth. Thus, they victimize themselves and are trapped in a cycle of self-blame.

The Experiences of “Powerlessness” of North Korean Refugee Youth in South Korea

Drachman and Ryan (1991) identify three critical stages affecting individuals' immigration experience. These stages are: 1) premigration and departure, 2) transit, and 3) resettlement. To understand empowerment, one must first clarify a conception of the condition from which it evolves (Kieffer, 1984). Therefore, this study examined three levels of powerlessness throughout the journey undertaken by NK youth refugees. Similarly, this study discussed issues of powerlessness in each level, as well as the ways in which these past experiences affect their processes of empowerment.

First level of “powerlessness.”

The first experience of powerlessness occurs in North Korea, one of the most repressive and controlling totalitarian regimes in the world today. In North Korea, the rights of children are ignored depending on the social status of their parents and their family's background (Defector Koh, 2005). Most children in North Korea have seen public executions with their own eyes; often those executions are of their immediate family members. These executions are also shown in schools during classes (Defector Kang, 2005).

In 1990, North Korea became a member of the UN Convention on the Rights of the Child. Unfortunately, this did not improve the situation for children in North Korea (Defector Kim, 2005). Many children in North Korea are barely able to survive, facing a daily struggle in the search for food. For children in these circumstances, the principles of the UN Convention on the Rights of the Child are very distant concepts. Being deprived of their rights as human beings and making the decision to defect are also causes of considerable stress and a heightened sense of powerlessness.

Second level of “powerlessness.”

This stage occurs in China. For North Korean youth refugees, crossing the border from North Korea to China is the final means of survival. Residing in China without any form of identification, NK refugee youth are unable to go to school or get any medical care. In order to avoid repatriation into North Korea, they are also forced to deal with exploitative labor, forced prostitution, and human trafficking (Good Friends, 2004; Hiroshi, 2002; Muico, 2006).

The NK youth in China are extremely vulnerable. Considered illegal, economic migrants—and criminals (due to their having left North Korea without government permission)—by Chinese authorities, NK youth do not receive any kind of protection from the Chinese government and live in continual fear of deportation of themselves and their immediate family members (Refugees International, 2004; Won, 2002; Ko et al., 2004). China cooperates with North Korean authorities in the capturing and returning of

NK refugees. Once repatriated, they suffer fear, torture, and even death (Won, 2002; Vollertsen, 2002). These experiences in China contribute to the sense of powerlessness of NK youth refugees.

Third level of “powerlessness.”

Powerlessness in this stage is experienced after entering South Korea. A majority of NK youth refugees have severe difficulties integrating in South Korea; their struggles include problems with schooling and education, social stigmatization, and cultural differences. North and South Koreans expect the refugees to fit in easily in South Korea because both countries share a similar language and history. However, the different vocabulary (dialect) and accents, both of which developed during the fifty years of separation, as well as the contrasting social systems, separate the two nations and their people in profound ways.

One major problem is the education gap between this refugee population and South Korean adolescents. Because the education in North Korea is outdated and distorted, the refugees that come to South Korea are far behind their South Korean peers. Moreover, many years of schooling are lost to time spent finding food to survive in North Korea, in China, and in transit to South Korea (Shim, 2004).

Lastly, the most common impediment to the adjustment process of NK refugee youth is the guilt they feel about family left behind and over the political ramifications of their defection (Suh, 2002). These experiences in South Korea contribute to the sense of powerlessness of NK youth refugees.

Theoretical Framework

As the major theoretical approach for this study, empowerment serves to examine the research question of this study: To what extent do the organizations utilize an approach that incorporates principles and methods of empowerment? Although social work literature describes empowerment as a method that can incorporate multiple levels of intervention, most current work focuses on individual or interpersonal empowerment. Very few studies focus on the organizational dimensions of empowerment.

This study examined organizational empowerment to understand organizational influences on the empowerment of NK refugee youth. POS helps to understand how organizations can positively impact individuals in organizations. In addition, multiculturalism tests how effectively organizations meet the cultural needs of NK refugee youth.

Conceptual Framework

Based on organization theory and its potential for affecting individual outcomes, this study incorporates both macro- and micro-variables and conceptually links organizational and individual levels.

Two levels of empowerment compose the conceptual framework of this study: organizational empowerment and youth empowerment (See Figure 1). The focus of inquiry is to examine worker level empowerment/organizational empowerment and how it may lead to youth empowerment. The organization is the unit of analysis.

Using the framework in Figure 1, this study highlights both external and internal variables. External variables include: the past history of organizations, the political and community context, and the resource level. Internal variables include: worker/youth participation in decision-making, shared power, culturally competent practice, and leaders' orientation. These independent variables either can have a beneficial influence or act as barriers upon worker level empowerment and organizational empowerment. In addition, worker level empowerment and organizational empowerment may be a necessary precondition for clients' empowerment. The overlapped gray area between worker level empowerment and organizational empowerment in Figure 1 shows that worker level empowerment is a part of organizational empowerment.

Research Questions

The research question of this study is: To what degree are the community-based organizations in South Korea that are serving NK youth refugees utilizing an approach that incorporates principles and methods of empowerment? Correspondingly, the sub-research questions are as follows:

- How does external context of the organization impact its two levels of empowerment (individual youth and organizational empowerment)?
- How do internal organizational characteristics influence organizational empowerment?
 - How is worker/youth participation incorporated into the decision-making, planning, and implementation in each organization?
 - How is power shared between a leader and workers and between workers and youth in each organization?
 - What standards, hiring practices and training programs contribute to culturally competent practice in each organization?
 - To what degree is the leaders' orientation consistent with empowerment principles and methods?

Methodology

Design

This study employed a multiple case study design. Three community-based organizations in South Korea were selected for the study. As the field of NK refugee services in community-based organizations is still new, there are not many antecedent

studies in this area. Particularly, the studies on organizational empowerment in community-based organization serving NK refugee youth have not been found. Thus, the case study method was selected because it could provide an “in-depth” understanding about complex organizational phenomena, real organizational characteristics and practices, and their specific contexts which were not provided by the existing studies on this field.

Three community-based organizations were selected based on the following criteria. First, they are located near public housing facilities where many North Korean refugees reside. Therefore, these three organizations have easy access to North Korean refugees and are able to provide programs promptly with respect to the refugees’ needs. Second, these organizations have regular contact with North Korean youth refugees and have run programs that meet their needs.

Data Collection

Several data collection activities were conducted at each site including: qualitative interviews with program personnel; observations of activities and meetings; youth survey; and review of documents.

This study developed two separated interview guides for the top managers (executive directors and program directors) and for workers, as well as an observational guide and a youth survey. This study also used two existing questionnaires to measure organizational empowerment. For top managers, this study used Fleishman’s (1970) Leadership Opinion Questionnaire (LOQ) to measure their orientation. For workers in the three organizations to measure the organization leader’s orientation, this study used Aiken and Hage’s (1966) organizational indices.

All interviews were audio taped and later transcribed for analysis. In addition to data collection, the investigator took reflective memos, which include the investigator’s own thoughts, feelings, and interpretations that came to mind during and after the interviews and observations.

Data Analysis and Coding

Data analysis was conducted in two stages, “within-case”, involving holistic in-depth description of each organization, and “cross case”, which included comparison based on key concepts of empowerment (See Figure 2).

The recorded interviews were transcribed verbatim into Korean text in South Korea. After returning to the United States, the investigator went through each transcript again to check its accuracy. At this stage, the investigator added data from the reflective memos to the transcripts. Newly developed data from these processes were then translated into English text. The English text contained reduced data organized in accordance with the concepts of the framework related to the research questions.

Furthermore, as key concepts and themes evolved from the analysis and interpretation, tables, figures, and diagrams were drawn to explore the various relationships and linkages across the cases. These were helpful in organizing thoughts and structuring ideas from the data analysis and interpretation.

This study utilized thematic coding. Initial lists of concepts in the framework were modified as the investigator worked with the data. The investigator continued to read through the data transcripts and found new themes or recurring issues. Major concepts or phenomena that were being repeated most frequently throughout the interview transcripts, field notes, and documents were developed as key themes. Additional codes and concepts were constantly being included and linked to the existing themes and categories. These are presented in the “List of Codes” (Table 1).

This study found and examined unexpected concepts that emerged from the data. These concepts were not part of the theoretical framework, but they emerged as potentially important factors for empowerment of organization and client groups. Key concepts and themes that emerged from the iterative process were: stigma, workers’ perception, lack of supervision, informal structure, and duplicated external resources (See Table 2).

In summary, through the process of utilizing the constant iterative and comparative approach, this study verified some concepts in the initial framework as important factors for enhancing empowerment of workers and clients and discovered many new important concepts.

Results

Summary of Results

The findings of this study identified leaders’ orientation and external organizational context, particularly the external funding mechanism, as the most important variables for organizational empowerment.

Leaders’ orientation was the most decisive factor in affecting the extent of worker/youth participation in decision making, shared power, and culturally competent practice in each organization. Namely, the leaders’ intention regarding practicing these three components and supporting workers and NK refugee youth is paramount to the development of organizational culture and systems. In addition, the leaders’ orientation influenced external resources with their ability to involve external activities and forge relationships with external sources.

Along with leaders’ orientation, external organizational contexts, particularly external funding mechanisms and evaluation systems, are important factors for empowering organizations. Although leaders’ abilities and competency do bring external

resources and a strong reputation to their organizations, in many cases leaders are unable to control the external funding mechanism and system.

North Koreans as a “unique population” may be attractive enough for South Korean people to pay attention to; indeed, North Korean refugees become a target for countless scholarly investigations, relief and interests, and many politicians’ political uses (occasionally solely in order to improve their image and reputation and to garner support from NK refugee voters). Also, several philanthropists as well as charitable and religious organizations have poured their resources and energy into this population with good motives.

These external resources have been offered to NK youth refugees through community-based organizations without the mechanisms of control or allocation. Thus, NK refugee youth receive oversupplied and duplicated services.

Providing duplicated and oversupplied resources to NK youth refugees by external resources may have certain negative effects. Because almost all external or internal organizational event programs have given presents and even money to NK refugee youth, NK refugee youth tend not to attend event programs if there are no presents or other incentives. Additionally, oversupplied resources have reduced service efficiency and drained worker energy, causing burnout. Workers argue that they need to recruit and implement NK refugee youth for the camps and activities. They also complained that funders who provide resources to organizations care only about the number of participants as opposed to the quality.

According to the findings of this study, outcome-based evaluation by external funders has contributed to workers’ burnout, low morale, and high turnover and has prevented organizations from implementing long-term planning for NK refugee clients. In summary, leaders’ orientations and external contexts can function as empowering or disempowering for organizations and clients.

Discussion: Modified Conceptual Framework for Organizational Empowerment

The findings of this study showed that Organization A achieved workers’ empowerment and Organization C established client/community empowerment. These achievements were possible because of the orientations of the organizations’ leaders and their leadership styles, which emphasized supportive relationships with workers.

Many studies reported that workers’ empowerment influences organizational empowerment and in turn affects clients’ empowerment (Frans, 1993; Gutierrez et al., 1995; Caza & Caza, 2007; Feldman & Khademian, 2003). However, contrary to predictions, this study’s findings did not significantly correspond to the propositions of existing studies. In short, the leader’s orientation and role in the organization were more significant to organizational and client empowerment than workers’ empowerment.

Thus, this study's findings regarding the strong relationship between a leaders' orientation and competency and organizational empowerment highlights the importance of providing workers with the support needed to make work-related decisions and the access to the resources necessary to complete that work. This study modified the initial conceptual framework (See Figure 3).

The findings showed that leaders' orientation was the most important variable in affecting the extent of worker/youth participation in decision-making, shared power, and culturally competent practice in each organization. In addition, leaders' orientation influenced external organizational relationships. Along with leaders' orientation, external funding mechanism and evaluation system were important variables for empowering organizations. According to the findings, the absence of resource allocating mechanism and outcome-based evaluation by external funders has contributed to the disempowering of workers and organizations. In many cases, leaders are unable to control the external funding mechanism. Therefore, the findings of this study highlight these two variables (leaders' orientation and external funding mechanism) as the most important ones.

Utility for Social Work Practice

The findings provide implications for practice on the importance of (1) empowering leadership as the key factor for organizational empowerment and (2) the vital role of community-based organizations to represent diverse needs of refugee communities.

Empowering leadership and Organizational model: Towards empowering "niches"

This study began with a hypothesis that organizational empowerment is positively associated with youth empowerment. As many scholars point out (Gutierrez et al., 1995; Feldman & Khademian, 2003), there is a great possibility that worker/organizational empowerment leads to client empowerment. However, this study's findings showed that this is not always the case. There are some other factors that must be considered to satisfy this hypothesis: for example, in this study, leaders' orientation was vital to bringing about empowerment in organizations.

Many studies show that leadership at the top level in the organization has the greatest impact on the organization and is positively related with workers' empowerment (Hall, 1982; Koburg et al., 1999; Peterson & Speer, 2000; Bailey & Aronoff, 2004; Jaskyte & Dressler, 2005; Hasenfeld, 1992; Hardina, 2005; Shera & Page, 1995; Turner & Shera, 2005; Maton & Salem, 1995; Cox & Joseph, 1998). Empowerment requires that power lie not only in the hands of the leaders at the top level but also in the hands of the workers (Bodner, 2003). However, many leaders have a great deal of difficulty in sharing their power (Foster-Fishman & Keys, 1997). Even though they know that high degree of participation and autonomy are the keys to high job performance and development of

empowerment, it is not easy for leaders to adapt their relationships with workers to facilitate empowerment (Bodner, 2003). To build an empowering organization and to help workers to have the feelings of empowerment, leaders must take the initiative to create the empowering environment (Cox & Joseph, 1998; Bodner, 2003).

Leaders also support the empowerment effort via training, education, and rewards (Johnson, 1999; Turner & Shera, 2005; Locke, 1999; Hardina, 2005; Gutierrez et al., 1995). These efforts made by the top leaders generally result in the similar practice by the lower levels of organizational leadership and workers (Rousseau, 1985; Gutierrez et al., 1995). Therefore, these studies support the findings of the study that leaders' orientation is vital in bringing about empowerment in organizations.

The role of community-based organizations

Community-based organizations are important because they enable “niches” and vehicles for empowerment. Community-based organizations have carried out many critical functions for NK refugees and refugee youth such as case management, mental health services, educational programs, and job development. They also play an important role linking NK refugees, communities, and various public and private entities together.

Although community-based organizations take on critical roles for NK refugees and their communities, they should ask themselves several important questions. First, do their services reflect the needs of NK refugees, or do they reflect their funder's needs or the needs of community-based organization itself? Second, does their community-based organization function well as a cultural mediator? As the first places NK refugees go after they settle in their communities, community-based organizations stand at the forefront of contact with NK culture initially and continually. However, community-based organizations may not well understand the cultures of NK refugees, may not be culturally competent when they deliver services to NK refugees, and may not function well as cultural mediators between the NK refugee community and the general South Korean society. Community-based organizations should check their values and perceptions regarding the NK refugees they serve and ascertain whether or not they are stained by general negative perceptions towards NK refugees.

Until recently, government policies have focused only on the integration of NK refugees and refugee youth into South Korean society (Lee, 2008). Policies have also been directed toward establishing financial support for them: this support has helped NK refugees' resettlement in many ways. However, most NK refugees face difficulties adjusting to South Korean society, particularly as a result of the negative prejudices South Korean people hold toward them. In fact, many NK refugee youth hesitate to use community-based organizations because of their feeling of stigmatization.

In the interviews, some workers said that newly arrived NK refugees frequently use the community-based organizations for basic needs, but as time goes by, such

utilization decreases significantly. This tendency of NK refugee youths' underutilization of services should be dealt with more seriously as several reasons may cause it: their feeling of stigmatization, the community-based organizations' insensitive service delivery, or a lack of need for the specific services the community-based organizations provide. Community-based organizations should be aware of the stigma associated with seeking their services and explore and develop coping strategies and appropriate programs to reduce it. For example, this study's findings show that integration programs in which NK refugee youth and SK youth participate together are the most desirable ones for NK refugees. In addition, linking with schools that NK youth refugees attend is an important strategy to increase their service utilization. NK refugee youth spend most of their time in schools: thus, community-based organizations need to work intimately with schools in their communities to encourage NK refugee youth to access the services they need.

Conclusion

Due to the diverse needs of NK refugees and their rapid increase in numbers in South Korea, community-based organizations are no longer able to provide services to NK refugees with monolithic efforts. Instead they are required to diversify and specialize their services.

Creating "empowering niches," community-based organizations can take on the role of encouraging, enabling, and supporting NK refugee youth. However, organizational empowerment will not be successful unless workers, leaders, clients, and board members adopt empowerment approaches and participate in the planning, implementing, and evaluation of programs that are consistent with these concepts and methods (Hardina, 2005). Community-based organizations can create places in which NK refugee youth can rediscover their strengths and gain control over their lives.

In summary, this study builds on existing literatures of empowerment by providing further evidence for prerequisites to organizational empowerment. This study also contributes to an expanded conceptualization of organizational empowerment by providing concepts of external and internal organizational factors and emerging concepts which can lead to the potential for empowerment of client groups.

Building on the findings of this study, further research must examine the empirical relationship between empowered leadership and client empowerment as an actual client outcome. In addition, the concepts that emerged from the findings of this study would be good subjects of further research.

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Tables and Figures

Figure 1

Conceptual Framework of the Study: Two Levels of Empowerment

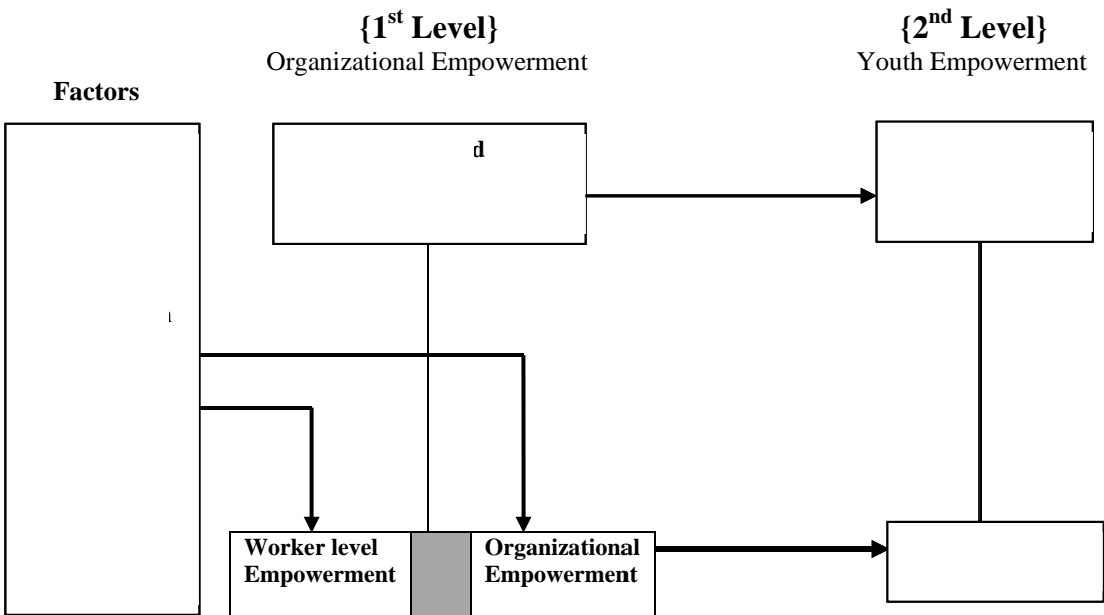


Figure 2

Data Analysis Process

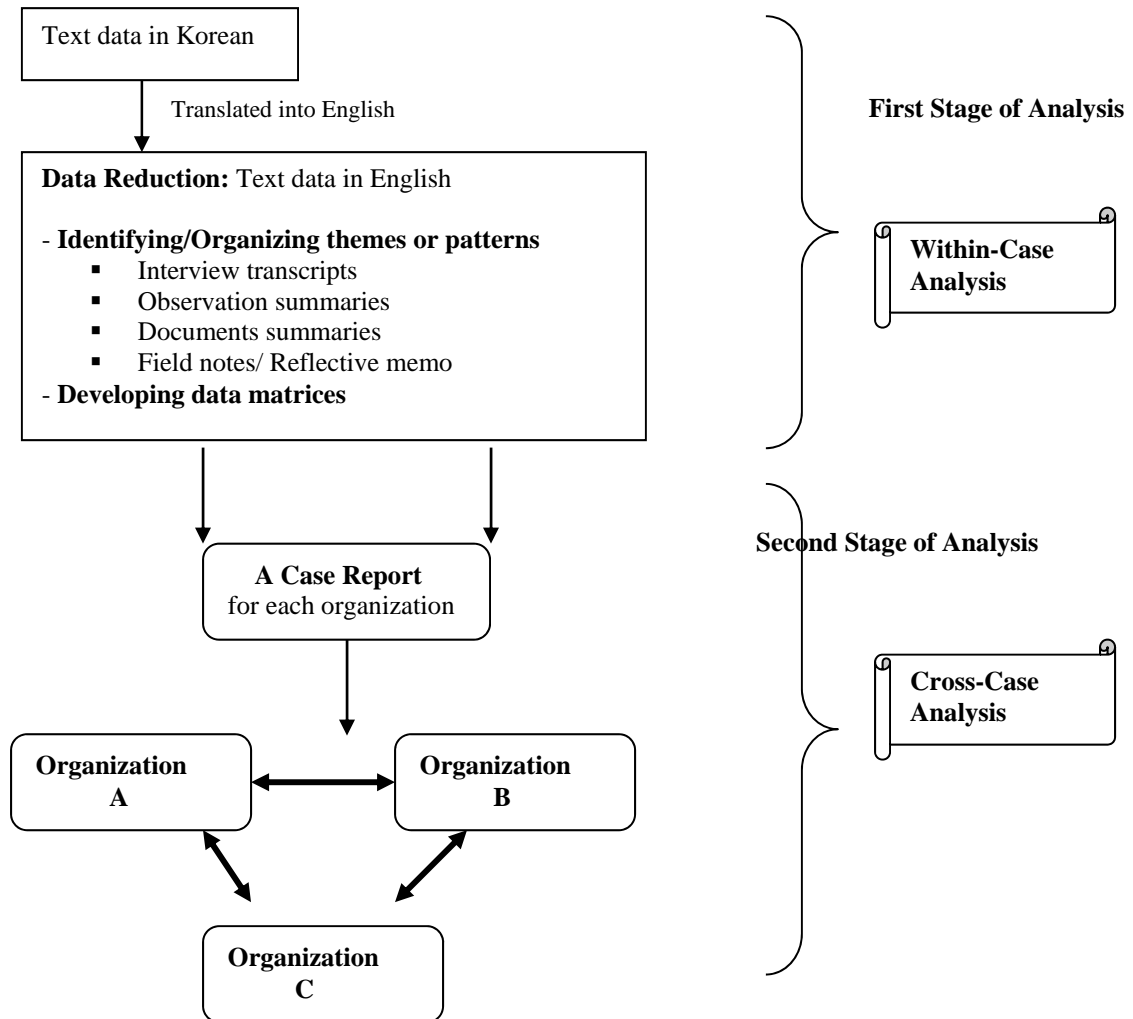


Figure 3

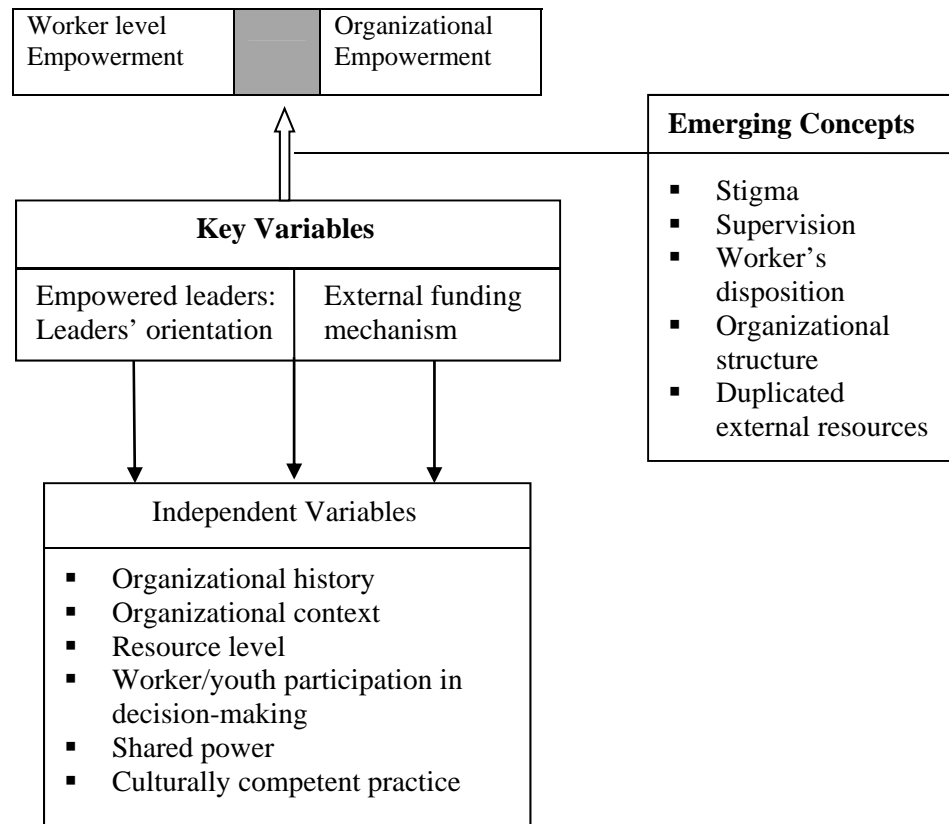
Modified Conceptual Framework

Table 1

List of Codes

| Research Questions | Initial Themes <i>Responses to the question were sorted into:</i> | Labeling by Categories |
|--|---|--|
| 1. How does the context of the organization impact its empowerment? | <ul style="list-style-type: none"> ▪ History of organization ▪ Politicians' interests, the chief of ward, current government's policy on NK ▪ External resources, budget, "Hana" Center ▪ Accessibility and service utilization, community networking, collaboration with other organizations, "Residents integration planning group" | History (H), Political context (Pc), Community context (Cc), Social context (Sc), External resources (Er) |
| 2. How is worker/youth participation incorporated into decision-making, planning, and implementation in each organization? | <ul style="list-style-type: none"> ▪ Autonomy/discretion ▪ Youth representation, youth participation, meaningful role ▪ Perception of youth participation in decision-making ▪ Participation in hiring new staff, participation in developing new policy and program, implementing and evaluating program activities | Level of workers' participation (Lwp), Level of youth participation (Lyc), Perception of youth participation (Pyc) |
| 3. How is power shared between a leader and workers and between workers and youth in each organization? | <ul style="list-style-type: none"> ▪ Capacity development training & education ▪ Sharing information and resources, ▪ Direction of communication/ communication channel | Level of shared information/resources (Lsi/Lsr). Capacity development training/education (Cdt/Cde) |

| | | |
|---|--|---|
| 4. What standards, hiring practices and training programs contribute to culturally competent practice in each organization? | <ul style="list-style-type: none"> ▪ Training for multiculturalism ▪ Organizational policy and manual ▪ Workers' perception ▪ Lack of workers' competency ▪ Characteristics of NK refugee youth ▪ Cultural objects, cultural components in program, ▪ Hiring NK refugees as staff ▪ Assimilation/ adjustment | Multicultural perspective (Mp), Culturally competent practice (Ccp), Perception (P), Characteristics of NK refugee youth (CNKy) |
| 5. To what degree is the leaders' orientation consistent with empowerment principles and methods? | <ul style="list-style-type: none"> ▪ Structure ▪ Consideration, relationship-oriented, support, trust ▪ Task-oriented, goal attainment ▪ Hierarchy of authority ▪ Characteristics of leader ▪ Communication style | Leadership style (Ls), Leaders' orientation (Lo), Role of leaders (RI) |

Table 2.

Emerging Concepts

| | Emerging Concepts |
|------------------------------|--|
| NK Refugee Youth | <ul style="list-style-type: none"> ▪ Stigma |
| Internal Organization | <ul style="list-style-type: none"> ▪ Lack of supervision ▪ Workers' disposition toward NK refugee youth ▪ Organizational structure: "Bottom-up" structure and "Island of organization" as informal structures |
| External Organization | <ul style="list-style-type: none"> ▪ Duplicated external resources |

Table 3

Internal Organizational Variables: Comparing Three Organizations

| | Participation in Decision-Making | Shared Power | Culturally Competent Practice | Leaders' Orientation |
|---------------------|---|--|---|---|
| Organization A | <ul style="list-style-type: none"> Allowed autonomy to workers over assigned work Absence of a middle manager: More autonomy (Older) youth participation in planning, implementing, and evaluating | <ul style="list-style-type: none"> Opportunity for external training and education Leader's sharing information: Source of workers' pride Shared power with youth | <ul style="list-style-type: none"> Hiring NK refugee Providing outside training for culturally competent practice | <ul style="list-style-type: none"> Non-authoritarian Relationship-oriented Talented in building relationship with external resources |
| Organization B | <ul style="list-style-type: none"> Decisions by team leaders and program director Lack of full autonomy Youth leadership program: not successful | <ul style="list-style-type: none"> Unique concept of "center": Allowing lineworkers to perform director's role; not successful | <ul style="list-style-type: none"> Plan to hire NK refugee Worker-initiated activities rather than client-initiated one | <ul style="list-style-type: none"> Task-oriented Preferring workers to utilize existing program rather than to try new ideas |
| Organization C | <ul style="list-style-type: none"> Allowed some autonomy to workers Trials for youth participation in decision-making: Not successful | <ul style="list-style-type: none"> Model case of "Integrated residents planning group" Shared power with community residents | <ul style="list-style-type: none"> No hiring experience of NK refugee Providing outside training for culturally competent practice | <ul style="list-style-type: none"> Committed to community Focusing on community organizing rather than networking with other organizations |
| Similarities | <ul style="list-style-type: none"> Obstacles for youth participation: Their unique characteristics Workers' ambivalent feeling about participation in decision making: Fear of having more works | <ul style="list-style-type: none"> Program directors: Center for information/resources No regular supervision | <ul style="list-style-type: none"> Adding cultural components in programs No manual or policy on this Workers' lack of knowledge on this Heavy workload | <ul style="list-style-type: none"> Experienced experts Accumulated practical knowledge |